

Leadership Development Program

in BDS & BVS


Given the possibility of a large number of retirements in the course of the next 5 years, the [BDS/BVS Leadership Development Program](#) provides an opportunity to develop a pool of in-house staff with the leadership [skills](#) needed to become supervisors/managers/analyst candidates of the future.

Applicants will put together a [Career Development Plan](#). Based on leadership skills areas they identify as needing improvement, they will list courses of study they will pursue, and/or a leadership opportunity in the community or at work they will undertake, and may request working with a mentor.

The program does not guarantee interviews or hiring, but is intended to offer the opportunity for employees to develop the knowledge and skills needed to do well on tests and in the interview process.

For further information, please contact [Mary Lou Black](#) at (608)264-7712 or [Jeff Knupp](#) at (608)267-5242.

Program Description

1. **Participant pool:** TCR 2 range and above, with the exception that TCR 1's who are not in a progression series, are fully trained, and have been in the position at least a year may apply. **Program Maximum:** 16 participants
2. **Informational session:** Interested persons, *with supervisory consent*, may attend an advisory session giving an overview of the program and its requirements. (This session is offered on state time.)
3. **Screening of applicants:** If interested, candidates complete an application - DMV Leadership Development Program: [Application & Career Development Plan](#) , signed by their supervisor, which includes a Career Development Plan. The application asks for:
 - identification of a career goal in Range 12 or above
 - self-identified list of perceived personal leadership strengths and weaknesses
 - indication of which knowledge/skill areas they need to develop via training. To meet these needs, they may select up to 3 courses from the suggested electives list in addition to the required offerings. Leadership Development required sessions will be from one to four hours in length; they will be provided by DOT staff, if there are at least seven (7) people interested in a specific topic. This training will be offered on state time.
 - description of an outside training/leadership commitment they will work on during the year - examples being completion of a seminar or technical/college course (on participants' own time with tuition reimbursement if appropriate) AND/OR chairing or working on a broadly defined community project whether it be a school committee, charity, church, non-profit organization such as Girl Scouts, or serving on an outside board. This project can also be work related, such as Business Area Expert (BAE) roles on redesign project teams, participating on

special projects such as implementing new legislation, or chairing or working on special events such as SECC or Red Cross blood drives, etc.

- identification of at least two promotional exams they will take within the year
 - decision of BDS participant as to having a mentor assigned them. BVS mentors are required. Those who have mentors, are to describe how a mentor might assist in their development and indicate any specific area(s) they want to focus on. The mentor will work to help them develop skills in this area, and any other the two identify. The mentor will also track the participant's progress in the program. *If the BDS applicant chooses not to have a mentor, a supervisor will track the individual's progress in the LDP.*
4. **Approvals needed:** Applicant will discuss their career development plan with their mentor or supervisor and obtain the necessary signatures needed for approval.
 5. **Selection of Participants:** Members of Division management will review the completed applications. Final selection will be based on the strength of the application and relevance of career goals to the Division. Enrollment is restricted to 16 participants.
 6. **Orientation for Mentors:** Each mentor and participant will be asked to attend a one-hour orientation on their respective roles. Supervisors, chiefs, directors, and analysts are likely mentors.
 7. **Six-month Review:** There will be a facilitated meeting in which the participants and mentors/supervisors meet to discuss and critique their progress.
 8. **Recognition for Program completion:** Management will host a celebration event to award a Leadership Development Certificate to those people who complete the program requirements.

Skills Development

Skills to be learned through mentoring or a combination of classroom training and mentoring:

Mentoring:

- Knowing how section/bureau/division/DOT fit together, knowing your audience
- Understanding roles of leadworkers, supervisors, chiefs, and bureau directors, using the "Role of the Supervisor in DMV" document
- Understanding the DMV culture and office politics so as to be "street smart"; thinking globally, keeping the big picture in mind
- Knowing how to cut through the bureaucratic "stuff" to focus on what is really important to DMV
- Understanding customer service philosophy from a civil service viewpoint, DMV's in particular
- Following through with tasks, projects and assignments

- Knowing when to take the lead and when not to
- Understanding what it takes to effect a professional image

Mentoring/classroom combination:

- Making good decisions, especially when it comes to people vs. program; evaluating decisions/programs
- Short and long range planning: setting individual, unit, sections goals and objectives; working effectively to make changes/to deal with change; getting buy-in from peers, subordinates, management, union
- Keeping staff motivated, productive and de-stressed
- Knowing how to approach an issue analytically and unemotionally
- Understanding the budget process.

Skill areas involving classroom training through required LDP courses and suggested electives:

- Communicating and working with differing personality styles
- Assertiveness in dealing with conflict/difficult people and difficult situations
- Written and Oral Communications
- Delegation
- Leadership Styles: Understanding Yours and its Impact
- Laws and Legislation: knowledge of legislative processes; how to interpret laws; role of Office of General Counsel (OGC) and DMV interaction with that office
- The Budget Process: Internal and External
- Employee Work Rules and Dealing with Difficult Employees
- BHRS Issues: Employee medical issues, Family and Medical Leave Act
- Skills Needed for a Successful Interview
- Problem Solving and Decision Making
- Holding Effective Meetings
- Giving and Receiving Feedback on Performance
- Time Management
- Working Effectively to Deal with Change/Make Changes
- Writing Test Responses to Essay Questions
- Project Planning and Implementation

- Other

References

The following people have recently completed the Leadership Development Program. Please feel free to contact them with your questions.

Bureau of Driver Services

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|-----------------|--|--------------|
| Jeff Bruckert | jeffrey.bruckert@dot.state.wi.us | 608-266-8793 |
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Career Development

DMV Skills & Knowledge

Career Related Development The Division of Motor Vehicles supports career development activities that will mutually benefit the employee and the division. Career related training is defined as training, beyond that needed by an employee to perform the duties of his/her current position or to reach the objective level of that position. It is career enhancement training. The division will support career-related training that helps employees develop the following knowledge and skill areas:

- Management principles and practices
- Supervisory principles and practices
- Time and resource management
- Research and analytical techniques
- Oral and written communication skills
- Information technology skills

If you do not presently have a Career Development Plan but are interested in additional information on career development activities please refer to these TAM documents ([Directive 4, "Training and Employee Development"](#) and [408-1 "Career Development Training and Administration."](#)) and talk with your supervisor.

Related link: [Leadership Development Program for BDS & BVS](#)